



Efficiency and Performance Sub (Finance) Committee

Date: TUESDAY, 30 MARCH 2021

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Jeremy Mayhew (Chairman)	Deputy Clare James
Deputy Jamie Ingham Clark (Deputy Chairman)	Oliver Lodge
Randall Anderson	Alderman Nicholas Lyons
Deputy Roger Chadwick	Paul Martinelli
Dominic Christian	Hugh Morris
James de Sausmarez	Deputy Philip Woodhouse
Alderman Sir Peter Estlin	

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/H-oQk-ONlvw>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES OF THE PREVIOUS MEETING**
To agree the public minutes of the meeting held on 26th February 2021.

For Decision
(Pages 1 - 4)
4. **GUILDHALL - NEW WAYS OF WORKING UPDATE**
Report of the City Surveyor.

For Information
(Pages 5 - 12)
5. **AN IT AND DIGITAL ROADMAP FOR MORE EFFICIENT WAYS OF WORKING**
Report of the Chamberlain.

For Information
(Pages 13 - 20)
6. **TIMETABLE FOR 12% REDUCTION DEEP DIVES**
Joint Report of the Town Clerk & Chief Executive and the Chamberlain.

For Information
(Pages 21 - 28)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
9. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**

To agree the non-public minutes of the meeting held on 26th February 2021.

For Decision
(Pages 29 - 34)

11. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE Friday, 26 February 2021

Draft Minutes of the meeting of the Efficiency and Performance Sub (Finance)
Committee held virtually on Friday, 26 February 2021 at 1.45 pm

Present

Members:

Jeremy Mayhew (Chairman)
Deputy Jamie Ingham Clark (Deputy Chairman)
Randall Anderson
Deputy Roger Chadwick
James de Sausmarez
Alderman Sir Peter Estlin
Oliver Lodge
Alderman Nicholas Lyons
Paul Martinelli
Hugh Morris
Deputy Philip Woodhouse

Members invited by the Chairman:

Vivienne Littlechild
Graham Packham
Tom Sleigh

Officers:

John Cater	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Chamberlain's Department
Kate Smith	- Town Clerk's Department
Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Lynne Williams	- Principal, Guildhall School of Music and Drama
Sandeep Dwesar	- Barbican Centre
Niki Cornwell	- Barbican Centre/GSMD
Graeme Hood	- GSMD
Jonathan Vaughan	- GSMD
Paul Wilkinson	- City Surveyor
Peter Young	- City Surveyor's Department
Dorian Price	- City Surveyor's Department
Sean Green	- Chamberlain's Department
Jaime Rose	- Town Clerk's Department
Hayley Hajduczek	- Town Clerk's Department
Gemma Stokley	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Clare James.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. **MINUTES OF THE PREVIOUS MEETING**

RESOLVED - That the public minutes of the meeting held on 27th November 2020 be agreed as an accurate record.

4. **DRAFT PUBLIC MINUTES OF THE JOINT MEETING OF THE EFFICIENCY AND PERFORMANCE SUB-COMMITTEE AND THE RESOURCE ALLOCATION SUBCOMMITTEE HELD ON 21 JANUARY 2021**

RESOLVED - That the public minutes of the joint meeting of the Efficiency & Performance Sub-Committee and the Resource Allocation Sub-Committee held on 21st January 2021 be agreed as an accurate record.

5. **SECURING 'FLIGHTPATH' SAVINGS AND UNDERSTANDING SERVICE IMPACTS - THE ROLE FOR EFFICIENCY & PERFORMANCE SUB-COMMITTEE**

The Sub-Committee received a joint Report of the Town Clerk and the Chamberlain concerning "flightpath" savings.

The Chairman opened the discussion: whilst recognising that the recent Member-officer bilateral meetings had been constructive, he expressed his concern that we had yet to shift the dial when it came to Members understanding and appreciating their principal role; namely, not to lobby for more money, but to ensure that, the money allocated to their respective areas was spent efficiently and effectively.

The Chamberlain highlighted that there were ongoing concerns about achieving the savings targets and it would be surprising if we avoided further turbulence as the 2021/22 FY unfolded. The Chairman emphasised that whilst achieving the savings targets were vital, he recognised that it would present a significant challenge and that overcoming obstacles would be a-fact-of-life in short-to-medium term. Given the key role the savings will play in getting the Corporation back to a sustainable position, he and the Committee stood ready to support the Chamberlain and the Town Clerk, if, and when, they face pushback from either departments or other Members.

The Head of Corporate Strategy & Performance stressed that her team worked in partnership with departmental business planners; the aim was always to work in tandem with the respective department to bring the best possible information to Members so that they could make informed decisions for the benefit of the department and the Corporation more widely.

She highlighted that our ability to track financial performance and KPIs had matured in recent years; alongside the appointment of a new COO with a remit for driving further efficiencies, she would provide a step-change when it came to departments delivering to targets.

The Chairman welcomed these comments: he pointed out that, whilst we should continue to ensure that the targets and tracking were robust and transparent, given that the Corporation was far from a one-size-fits-all,

homogenous entity, expecting across-the-board consistency across all departments and the rest of the Corporation family was unrealistic; thus, we should avoid “allowing the excellent to be the enemy of the good”, and recognise that, perfectly logically, some departments/institutions will need to take different approaches.

RESOLVED – That the Sub-Committee noted the Report.

6. **GUILDHALL - NEW WAYS OF WORKING UPDATE**

This item was deferred.

7. **AN IT AND DIGITAL ROADMAP FOR MORE EFFICIENT WAYS OF WORKING**

This item was deferred.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business.

10. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

11. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**

RESOLVED - That the non-public minutes of the meeting held on 27th November 2020 be agreed as an accurate record.

12. **DRAFT NON-PUBLIC MINUTES OF THE JOINT MEETING OF THE EFFICIENCY AND PERFORMANCE SUB-COMMITTEE AND THE RESOURCE ALLOCATION SUB-COMMITTEE HELD ON 21 JANUARY 2021**

RESOLVED - That the non-public minutes of the joint meeting of the Efficiency & Performance Sub-Committee and the Resource Allocation Sub-Committee held on 21st January 2021 be agreed as an accurate record.

13. **BARBICAN CENTRE ECONOMY, EFFICIENCY AND EFFECTIVENESS HEALTH CHECK**

The Sub-Committee received a Report of the Managing Director, Barbican Centre, which outlined the current financial position of the Barbican Centre, together with its approach in managing the 2021/22 budget.

14. **GUILDHALL SCHOOL OF MUSIC & DRAMA - UPDATE**

The Sub-Committee received a Report of the Principal, Guildhall School of Music & Drama concerning the progress of the development of the Guildhall School of Music & Drama’s Business Recovery Plan.

15. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

The meeting ended at 3.45 pm

Chairman

**Contact Officer: John Cater
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john.cater@cityoflondon.gov.uk**

DRAFT

Agenda Item 4

Committee	Dated:
Corporate Asset Sub Committee	18 January 2021
Establishment Committee	17 March 2021
Efficiency & Performance Sub-Committee	30 March 2021
Subject: Guildhall - New Ways of Working Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8, 9, 10, 12
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	Estimated £1m
What is the source of Funding?	City's Cash
Has this Funding Source been agreed with the Chamberlain's Department?	N
Report of: City Surveyor	For Information
Report author: Dorian Price	

Summary

Following on from the September 2020 report of City Surveyor, Chamberlain (IT), and Town Clerk (HR); Guildhall Complex – Road Map for Return to the Office report, the purpose of this report is to focus on the future new ways of working.

Covid-19 has demonstrated that it is possible for our business to operate without access to Guildhall. However, Covid-19 has also demonstrated that this is not without challenges and recent staff surveys have provided evidence that the office still has a major role to play in the workplace, as a destination for staff to meet and collaborate and for anybody who simply cannot work from home for health and wellbeing reasons or has a need to work on-site physically.

The City Surveyor's remote working departmental survey undertaken in September 2020 highlights that over 90% of staff would choose to work at least 2 days per week remotely/from home. This fact is supported by various recent external surveys that suggest 70-80% of people would like to work from home more often in the future, but not necessarily 100% of the time as experienced during the pandemic and lockdown periods.

An independent poll conducted in September 2020 and commissioned by the British Council for Offices (BCO) of just over 2,000 office workers across a range of job roles in all regions of the UK shows that, once Government measures allow, Britain is set to move to a 'mixed' or 'hybrid' working style, where time in the office is balanced with time working from other locations including at home (see Appendix 1 – From Desk Office to Destination Office)

What is becoming clear is that the changes made by the Corporation during this time, which in March 2020 were short-term changes driven by necessity, are now having a profound long-term impact on how we work.

The Corporation offices need to be more than places to just house staff, they need to be a destination of choice; and transformed into environments our staff see as great places to work. The positive changes being made now will undoubtedly become permanent shifts in working practices as we integrate these into:

- a. Our new Target Operating Model and help to embed positive culture change.
- b. The Guildhall Masterplan, offering flexible workspace for a more agile workforce and creating an exemplar sustainable building.
- c. The City's Corporate Property Asset Management Strategy 2020-25 (approved at the December meeting of Finance Committee), to better utilise our operational assets.

Retaining some of the best practices that are now commonplace, whilst rethinking the Property role of workplace design, the People role of changing working patterns and the Technology role to deliver digital solutions to support the destination office offering flexible working patterns, will be critical stepping stones to deliver the next normal.

To further support the delivery of all workstreams, the City Surveyor has established and will lead a new Workplace Steering Group formed of City Surveyor, HR, IT and Finance officers.

Recommendations

Members are asked to:

- Note the proposal to continue developing the Hybrid workplace model that will be a stepping stone to support the Target Operating Model and the Corporate Property Asset Management Strategy to deliver an organisation that is efficient, agile and better joined up.
- Note further reports will be provide as proposals are developed by the City Surveyor's new Workplace Steering Group.

Main Report

Background

1. Officers from across departments have been working collaboratively (through the Smart Working Group) to prepare for more staff return to Guildhall and other Corporation locations in a safe way, whilst introducing new ways of working that supports a future agile workforce. This is subject to ongoing Government and Public Health Guidance at the time and is covered in 3 key principles as set out by the Chair of Policy and Resources at Court. These are:
 - Our staff safety is paramount
 - Our workplaces are Covid secure
 - Our new flexible ways of working are embedded.

Current Position

2. Top actions the Corporation has taken to provide returning workers with confidence that their workplace is Covid-19 safe by introducing the following workplace standards;
 - Enhanced office cleaning
 - Reduced capacity due to social distancing requirements
 - Redesigned workspaces to support social distance guidelines
 - Improved air quality – the mechanical ventilation has been set to ensure adequate fresh air to North and West wing office buildings is delivered.
 - Clear Desks
 - Assigned Desk Booking and contact track and tracing App.
3. The Corporation now has a unique opportunity to consider how the next normal can continue to support the new ways of working that we have all followed during the Covid-19 pandemic and support the new Target Operating Model (TOM).
4. The vision of the TOM is an organisation that is efficient, agile and better joined up. Improved ways of working and offering flexible workspace can be critical ingredients to meet these aims by helping to foster better collaboration and reduce organisational drag (the collection of institutional factors that slow things down, decrease output, and drain people's energy).
5. For example, open planned seating areas and “collaboration spaces” are tools that can help remove silos and make it easier for teams to informally collaborate and strengthen relationships. Better working relationships and closer collaboration from the start, help departments and individuals understand where they fit into the whole corporation and how they can have the most impact, without the necessity to always be present in the workplace. This also results in increased organisational knowledge which can inform process improvements and generate opportunistic innovations.
6. Technology has made advancements that would be unimaginable when the Corporation was first established. There has been some good progress made during 2020 for creating an improved and inclusive digital environment supporting new ways of working for Staff, Customers and Members. Some examples are detailed below:
 - a. **Firmstep Forms** – The IT Development Team have continued to manage a development pipeline of forms and workflow requests to facilitate more online services and digital ways of working. This year they have received over 15k form submissions and taken over £5.21m in online and telephone payments using the forms. Highlights include the Test and Trace Support Payment Scheme, new Online Licensing Forms, Hampstead Heath Swimming Season Ticket application and Open Spaces Online Donation Form.
 - b. **Microsoft Teams** – Teams has been the major technology success story this year, facilitating thousands of meetings and webinars across the organisation. Although the product was only launched by the Corporation in 2019, the use

of Teams has increased significantly in 2020 with over 80% staff now using the product on a regular basis.

- c. **Teams Telephony** – The additional Microsoft Teams functionality allows staff to make and receive telephone calls using the Teams application on their laptop or mobile device. This has enabled services to operate remotely and flexibly, removing the need for staff to attend Guildhall during lockdown periods or be constrained by their work location.
 - d. **Teams Meeting Rooms** – Audio visual equipment has been installed to over 25 corporate meeting rooms and private offices. These facilitate a more flexible meeting approach, with hybrid meetings consisting of staff based at Guildhall and staff working remotely.
 - e. **Virtual Committee Meetings** – All Committee Meetings are now delivered virtually through Microsoft Teams and streamed to the Corporation's YouTube Channel allowing access to members of the public. The IT Division have worked with Committee Services to support Members throughout this period and exploit new features such as the 'Raise Hand' feature and the Microsoft Forms integration which is now being used to streamline voting in meetings.
 - f. **Automated desk booking system** – to support the COVID changes to office working and preparing the ground for allocated desking in the future, a new booking app for desks was introduced available on laptops and mobile devices.
 - g. **Automated device set up** – IT have introduced Microsoft tools and new contractual arrangements that enable devices to be built by suppliers on our behalf and shipped direct to the customer which cuts down the device build and shipping time by 4-5 days.
7. These advancements can and must be leveraged to meet the current challenges the organisation faces. The most recent employee survey shows that the shift to more homeworking has been welcomed by many colleagues. One benefit of remote working that will contribute to the TOM's vision of an agile organisation, is the ability to quickly meet with colleagues based across different sites. Whilst this is not a substitute for in-person relationship building, it does offer a practical advantage of setting up discussions quickly and contributes to speeding up slow processes.

Proposals

8. We know a large proportion (70% to 80+%) of Corporation staff are favouring greater flexibility at work and there is overall support for a split working model (split between remote and office work).
9. Proposal 1 – continue working with the Hybrid workplace model, that will support;
 - a. Presenteeism challenges – New ways of working may make presenteeism and its underlying conditions harder to spot and deal with. Supporting the Hybrid workplace model will empower staff and give them the choice to work in various locations, home, office, satellite office, café etc. This in turn

- will provide the balance of increased flexibility and autonomy with better time management, job security and engagement.
- b. The office as a place to connect and collaborate.
 - c. Member Hybrid meeting arrangements that have been introduced to allow some Members to meet physically at Guildhall and “attend” formal committee meetings.
10. Proposal 2 – The City Surveyor will establish and lead a new Workplace Steering Group formed of City Surveyor, HR, IT and Finance officers. The main purpose of the group being to plan and communicate how the next normal can continue to; prepare the Corporation for;
- a. A post Covid-19 workplace and the longer term financial implications to make the office a destination of choice.
 - b. The Target Operating Model and help to embed positive culture change.
 - c. The introduction of the Corporate Property Asset Management Strategy (approved in December by Finance Committee) to better utilise our assets and release those where they are under-utilised or entirely surplus.
 - d. The Guildhall Masterplan, offering flexible workspace for an agile workforce and creating an exemplar sustainable building reducing our estimated annual carbon emissions to circa 750 tonnes per year. (currently 38,000 tonnes)

Corporate & Strategic Implications

- **Strategic implications** – The New Normal ways of working will support the TOM and the Corporate Property Asset Management Strategy that seeks to further improve the efficiency and sustainability of operational assets to deliver an efficient, agile and joined up organisation. Improved ways of working and maximising traditional office space will be critical ingredients to meet these aims by helping to foster better collaboration and reduce organisational drag.
- **People implications** – HR consider it is too early to formalise any future working patterns while the workplace landscape remains unclear due to the ongoing Covid-19 pandemic. In the meantime, HR colleagues are developing and supporting our capacity to work virtually and anticipate that future working patterns, will where possible, include more virtual working. Training methods are being transferred as much as possible to virtual training platforms.
- **Financial implications** - The short term costs associated with adapting Guildhall for the return of staff has to date been absorbed by the City Surveyor’s local risk budget, and has in part been helped by the reduction in other costs such as lower energy consumption. Longer term financial implications are yet to be assessed.
- **Equalities implications** – Giving employees more flexibility in choosing when and where they work can increase gender equality via two pathways. First, research has long established that remote work can help mothers better balance their work and family responsibilities, which makes them less likely to sacrifice one for the other. Second, data collected during the pandemic suggests that working from home may also make the father more involved. More couples share family responsibilities more equally now than they did before the pandemic.
- The new Workplace Steering Group will continue to ensure that these proposals comply with our public Sector Equality Duty 2010.

Conclusion

11. For decades, the office has been the default location for knowledge, collaborating and the place to work. The future of work and ways of working has now become complex with multi-faceted issues.
12. To support new normal working practices and make the office a destination of choice, will require aligning **people** (culture and behaviour), **workspace** (for a future agile workforce) and a robust **technology** backbone with a suite of digital tools to enable the work to be done in a variety of settings. The pandemic has provided a unique opportunity and stepping stone to accelerate change for the Corporation.

Appendix 1 - From Desk Office to Destination Office

Dorian Price

Guildhall Manager, City Surveyor Department

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T: 0207 332 1487

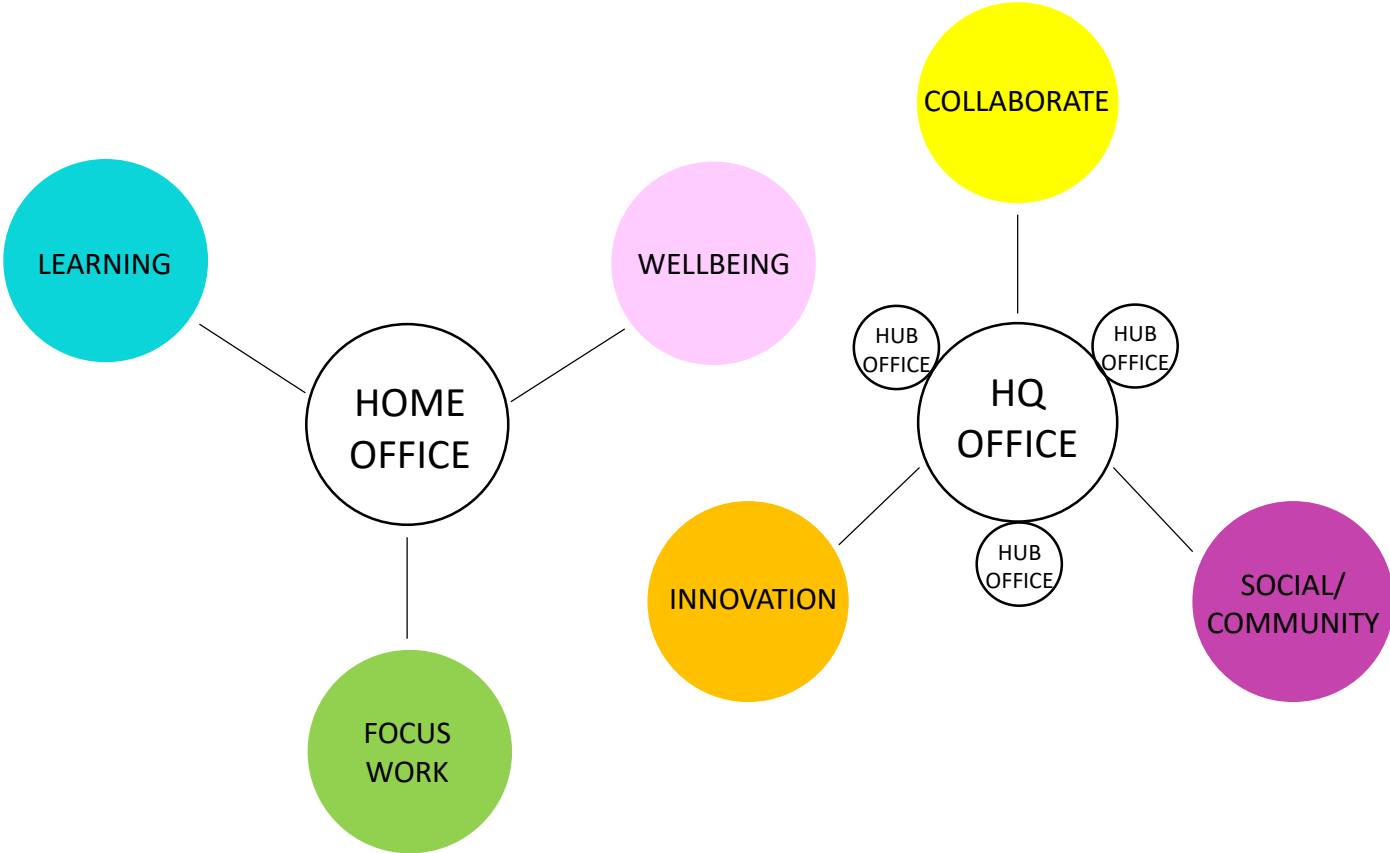
From Desk Office to Destination Office

Pre-COVID



Page 1

Post COVID



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Committee	Dated:
Digital Services Sub-Committee Efficiency & Performance Sub-Committee	26 March 2021 30 March 2021
Subject: An IT and Digital Roadmap for more Efficient Ways of Working	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2,9 and 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	Estimated £4m
What is the source of Funding?	Capital Bid
Has this Funding Source been agreed with the Chamberlain's Department?	Y (Partially 21-22)
Report of: Chamberlain	For Information
Report author: Sean Green	

Summary

Following on from the September 2020 report of City Surveyor, Chamberlain (IT), and Town Clerk (HR); 'Guildhall Complex – Road Map for Return to the Office report', the purpose of this report is provide a deep dive on the opportunities that the new IT and Digital roadmap provides to organisation for more efficient ways of working in the near future.

To further support the delivery of all workstreams, the City Surveyor has established and is leading a new Workplace Steering Group formed of City Surveyor, HR, IT, Corporate Strategy & Performance and Finance officers.

Members will receive updates on the IT and Digital Programme of work at the Digital Services Sub-Committee.

Recommendations

Members are asked to note:

- the proposal to roll out new digital and technology solutions to support the Digital Services Strategy to deliver an organisation that is efficient, agile and better joined up;
- further reports will be provided as proposals are developed by the IT Division and the new Workplace Steering Group;
- that moving to digital organisational and delivery models potentially offers significant scope to drive out efficiency savings and increased value for money. One example is that of remote working which has accelerated the thinking and options now available for how we use our offices.

Main Report

Background

1. The year 2020, more than ever before, has elevated the importance of providing resilient services and working practices delivered through digital means, rather than paper based or location dependant processes. The organisation's investment in IT infrastructure and cloud-based services has paid dividends during the last 12 months.
2. This paper details the digitally enabled roadmap to enable further efficiencies in CoL.

Current Position

3. The Corporation now has a unique opportunity to consider how the next normal can continue to support the post pandemic new ways of working.
4. The COVID-19 Crisis has shone a spotlight on the **Digital and IT capabilities** for organisations across the board – international information and consulting group Gartner, inc, found that:
 - Those that had **invested** and executed their digital strategies wisely have **fared better**;
 - It brought to light **significant 'cracks'** in operating models from weak investment, legacy technology, technical debt, poorly executed digital strategy, weak management buy-in and cultural barriers.

Digital Roadmap and Opportunities

5. Going forward IT will:
 - Improve the IT Resilience of the organisation to allow us to work differently and enhance the stability and business continuity capabilities;
 - Provide office automation that provides efficiency savings and enables continued remote working;
 - Enable customers to access more of our services digitally 24x7.
6. There are many technologies that CoL are already investing in and that are on the Digital Services Strategic roadmap for the next 3 years that will enable smarter ways of working and providing our services. These are now summarised.
7. **Office Automation and Virtual Assistants** – Process automation will remove the need for a significant number of repetitive and administrative tasks and back office staff with other areas of the operation such as reception desks security personnel, contact centres and personal assistants all being replaced by integrated systems and virtual assistants (sometimes called chatbots).

8. **Sensors** – Sensors will be deployed around our office to manage intelligent building management systems, determining spaces available in a building, checking staff and visitors in and out of the office, helping us with preventative maintenance. There are many and varied applications. They are already being used in the City with an application linked to disabled parking bays.
9. **Artificial Intelligence (AI) and Machine Learning** – These are tools that will learn how to carry out roles that may today be carried out by professionals such as accountants, lawyers, IT experts. The software is built on rules and can learn roles through scenarios and experience.
10. **Data Analytics** - The combination of sensors and data are improving decision making in areas such as traffic management, tracking air pollution and making more efficient use of infrastructure such as streetlights, alerts on bridges and insights into road and pavement changes.

Wider Financial Benefits of the Digital Roadmap

11. The technologies described above will be critical to enabling the organisation to continue to provide a great service to our customers as we streamline our staffing model. Financial benefits will be enabled through the following.
 - Reducing Operational Costs - Automation software is a better and more intelligent approach to cost containment and reduction. The greatest opportunity is to increase service to the customer while systematically reducing costs. With our staff costs being the most significant the reduction in staff over time with automation of tasks ensures we reduce costs without the reduction in services;
 - Reduction in Running costs – The use of digital solutions and digital infrastructure provides the organisation with more flexible options for office configuration and reducing our physical footprint with less office space being required for the organisation;
 - Increasing Productivity - Office automation enables work to be completed at unsocial hours and 24x7. Automating mundane tasks such as post management ensures more accuracy and staff savings. These savings can be reflected in staff providing more meaningful and added value work or in reducing staff numbers without consequential impacts on service;
 - Optimizing Performance - Every organisation would like to have their enterprise perform to its optimum maturity reducing wastage, duplication and multiple handing of customer information. Automation brings a level of efficiency and effectiveness that improves service and saves money for example the recommended project on integrated self-service forms which leads to more process automation internally and externally.

With the estimated capital spend, it is important to ensure there is a clear focus on benefits realisation to drive out the potential efficiencies. Just as

important is staff training and development to deliver changes to ways of working.

The Digital Personas in Appendix 2 illustrates how the digital roadmap will impact a range of stakeholders who interact with CoL.

Corporate & Strategic Implications

12. Strategic implications – the following Corporate outcomes
 - a. Outcome 2 – sensors deployed around the city will provide insight on air quality and traffic in city. Sensors in homes will allow preventative maintenance on social housing and help frail adults to stay in their homes for longer with support from social services.
 - b. Outcome 9 – The new digital infrastructure, insight and solutions will enable the delivery of a digitally well-connected city.
 - c. Outcome 10 – Enabling new ways of working and different office layouts will inspire enterprise excellence, creativity and collaboration.
13. Resource implications – HR consider it is too early to formalise any future working patterns while the workplace landscape remains unclear due to the ongoing Covid-19 pandemic. In the meantime, HR colleagues are developing and supporting our capacity to work virtually and anticipate that future working patterns will, where possible, include more virtual working and training.
14. Financial implications - The capital programme (subject to project governance) will fund investments, supported by invest to save business cases that enable revenue savings. As an example, according to Gartner, Inc, Finance departments can save their teams up to 25,000 hours of avoidable rework caused by human errors by deploying robotic process automation (RPA) in their financial reporting processes (Note: the benefits for CoL finance would need further work based on the size of the team and volume of transactions). Some examples that illustrate potential financial savings can be found here:
https://transformationnetwork.co.uk/wp-content/uploads/2019/02/Top-10-Robotics-Use-Cases-for-Local-Gov_UIPath-V5.pdf
15. Equalities implications – Giving employees more flexibility in choosing when and where they work can increase gender equality, via two pathways. First, research has long established that remote work can help parents better balance their work and family responsibilities, which makes them less likely to sacrifice one for the other. Second, data collected during the pandemic suggests that working from home may also make both parents more involved.
16. Climate Implications – The use of sensors across the City will help monitor and improve the carbon footprint from vehicle traffic. The use of sensors in our buildings will help us implement intelligent business management systems to control lighting, heat, air conditioning and preventative maintenance.

17. Security Implications – The use of Artificial Intelligence and Machine Learning will automate the altering of security attacks or suspicious activity attacking our IT security defences implementing preventative counter measures 24x7.
18. Risk – Business cases for the investment in the digital solutions provided may not provide the return and benefits expected if ways of working do not change and the resulting efficiencies are not realised.

Conclusion

19. There are significant financial and cultural challenges facing CoL in the next few years resulting from the TOM and the broader landscape of the City as detailed in the report produced last year 'London Recharged: Our Vision for London in 2025'.
<https://www.cityoflondon.gov.uk/supporting-businesses/economic-research/research-publications/london-recharged>
20. There is a compelling set of digital technologies and tools that will enable and support CoL to meet these challenges and new ones unknown.

Appendix 1 – Digital Services Roadmap

Appendix 2 – Digital Personas

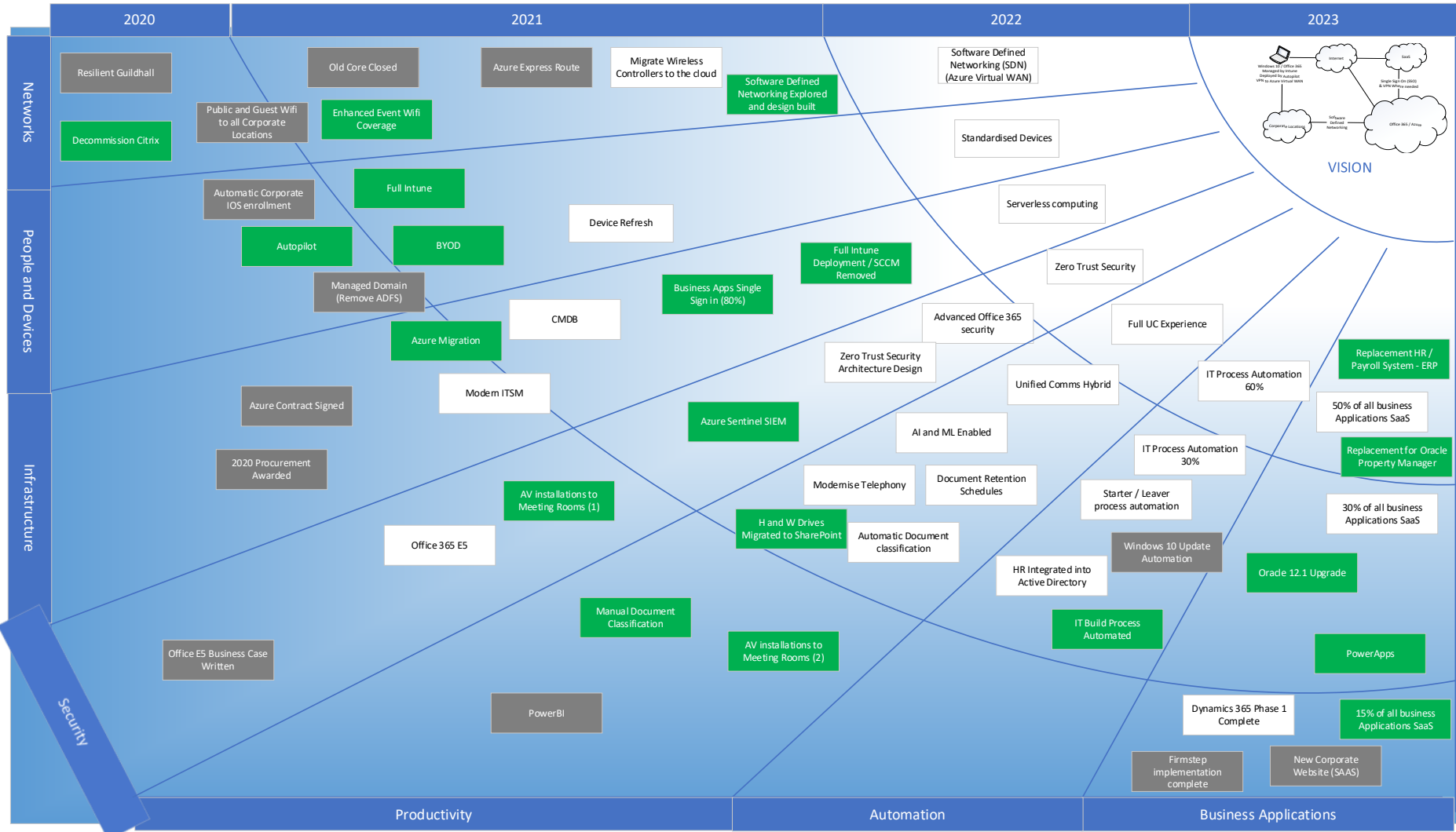
Sean Green

IT Director

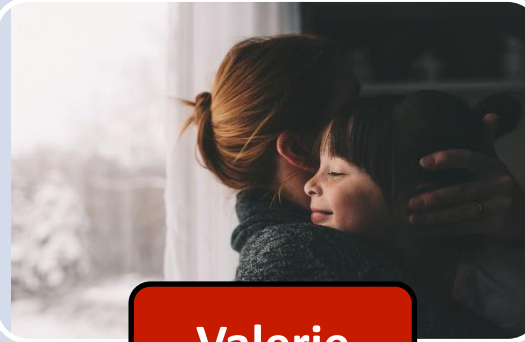
E: sean.green@cityoflondon.gov.uk

T: 07715 234 487

Appendix 1 – Digital Services Roadmap



Appendix 2 – Digital Personas



Valerie

Estate Resident - making the most of living in Golden Lane

- CoL's **Engagement** with my community as a group and as individuals has helped us understand, shape and take part in much-needed local change
- As a foster mum, I try to make a positive change in the lives of the children in my care, helped by CoL's **Co-ordination** of the support I need from various parties
- CoL's **Reach** means I get timely contact, on-screen and in-person, with people who care and are equipped to help both practically and emotionally



Joseph

Delicatessen Owner - building a business in Eastcheap

- CoL's **Co-ordination** of information, inputs and approvals lets me self-serve for most of my CoL needs, while their **Reach** lets me do that when it suits me
- While I compete with other businesses in my area, CoL has made collective **Engagement** easier for us so that we can deal with common issues together
- CoL helps me develop my business by sharing easily-digestible **Insight** into the local impact of demographics, economy, technology, etc.



Maarten

Global Law Firm Partner - might keep major office in Broadgate

- Proactive **Engagement** by CoL is persuading my firm to retain a major presence in the City to serve EU clients despite Brexit
- We are impressed by CoL's world-class business services and regulation, which show levels of **Co-ordination** and **Insight** that bode well for the future
- While deciding whether to keep the City as a key office location, we have been able to access CoL experts and decision-makers as needed thanks to their **Reach**



Abdul

Corporation Frontline Officer - finding a good work-life balance

- The **Reach** of easy video calling and text chat keeps me feeling close to my team when we are working physically apart
- **Automation** frees me from routine tasks that used to take up so much of my time while using so few of my skills
- I make the most of visits to customers by using **Co-ordination** tools to be an ambassador and instigator for all the services relevant to them
- **Insight** and **Engagement** let me identify ways to improve services and myself and track progress in both



Cathy

Corporation Manager - getting the right results from everyone

- Our mutual **Reach** means that I can get my staff out of the office more to be productive in the field or at home
- The performance **Insight** I get from business intelligence dashboards allows me to focus my improvement efforts where they are most needed
- **Co-ordination** tools allow me to get more value for money from disparate service providers working together, e.g. staff, partners, commercial suppliers
- As a leader, **Engagement** tools help me listen to, inspire and support people



Isobel

Corporation Member - shaping and sharing the big picture

- **Engagement** tools help me to grasp my constituents' concerns better and to let them know what I am doing for them
- The **Insight** I get on CoL spending, progress and value for money helps me challenge and support initiatives better
- My **Reach** via videoconferencing and documents shared online allows me to participate effectively in committee meetings from wherever I am
- **Co-ordination** with others on reports, cases, etc. before and after meetings makes the most of my time in meetings

Agenda Item 6

Committee: Efficiency & Performance Sub Committee	Date: 30 March 2021
Subject: Timetable for 12% reduction Deep Dives	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Town Clerk & Chief Executive and The Chamberlain	For Information
Report author: Sonia Virdee, Assistant Director - Strategic Finance, Chamberlain's Kate Smith, Head of Corporate Strategy & Performance, Town Clerk's Hayley Hajduczek, Corporate Strategy & Performance Officer, Town Clerk's	

Summary

This report presents a proposed timeline for Officers to submit an update on departmental plans (as per the paper submitted to Efficiency & Performance Sub Committee and Resource Allocation Sub Committee on 26th February and 17th March respectively) for making the 12% reductions within the 2021/22 budget approved by the Court of Common Council on 4th March.

In order to ensure the delivery of savings and understand the service impact the Efficiency & Performance Sub Committee have agreed to scrutinise:

- Delivery of Fundamental Review savings approved by Policy & Resources Committee; and where proposals have been moved out of year due to delays caused by COVID impacts.
- The Target Operating Model (TOM) implementation savings tacker
- Delivery of the 12% savings target, including scrutiny of any overspending committees or departments/institutions.

Recommendation

Members are asked to note the report.

Main Report

Background

1. As the new target operating model progresses into phase 2, departments are categorised under separate waves to ensure a smooth transition across the City Corporation. During the period of transformation, Officers will be able to explore fully the opportunities for savings within the 12% budget reductions.
2. Resource Allocation Sub Committee (RASC) is keen to understand:
 - The service changes that have happened in 2020/21 as a result of the Fundamental Review and what has been agreed for future years, potentially through a 'parity' lens of the proportional budget cut from the Fundamental Review; and
 - Service changes that will happen as part of 2021/22 budget to stay within the 12% envelope allocated by RASC (approved by the Court of Common Council on 4 March), including likely service impacts of a COVID-secure return to work in the Square Mile and London more widely.
3. The Chamberlain's department will work with Officers as they transition through the separate waves to compile an overview of the Fundamental Review schemes. Additionally, Officers will be building the picture of 2021/22 service impacts with Chief Officers and Heads of Finance as Service Committees and departments/institutions develop their thinking. The analysis will identify any proposed savings being put forward by Service Committees which would conflict with corporate priorities, could be disproportionately damaging, or could undermine the delivery of front-line services (for example, services to vulnerable people).
4. Finance Committee is keen to mitigate the risk to the sustainability of the Medium-Term Financial Plan, ensuring that the 'flightpath' savings remain on track, in particular:
 - Fundamental Review savings
 - 2% savings; part of which are savings from the TOM; and
 - COVID impacts on main income streams and service delivery, in particular from lower rental income and volatility on retained business rates.
5. In light of the above requirements, the Efficiency & Performance Sub Committee have agreed to scrutinise:
 - Delivery of Fundamental Review savings approved by Policy & Resources Committee; and where proposals have been moved out of year due to delays caused by COVID impacts.
 - The TOM implementation savings tacker
 - Delivery of the 12% savings target, including scrutiny of any overspending committees or departments/institutions.

Timeline

6. It is proposed that all departments and institutions are asked to provide an update in advance of the May, October and February E&P Sub Committee dates so findings can be consolidated and presented in one report to the Committee on progress.
7. Furthermore, we suggest detailed reports are presented to the E&P Sub Committee, where there is a higher risk in achieving savings/impact to service delivery. These have been identified and detailed under the proposed timetable.
8. The E&P Sub Committee will be accordingly updated to any changes against the proposed timetable.

Conclusion

This paper sets out, for Member comment, when Officers will provide an update on performance against the Fundamental Review programme, the 12% savings target and the Target Operating Model programme.

Appendices

- Appendix 1 – Proposed Timetable

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Appendix 1

Timetable for Efficiency Savings Deep Dives

Meeting Date	Proposed Departmental Deep Dive
27-May	<ul style="list-style-type: none">• Overall figures to be presented and template for departmental deep dives
07-Jul	<ul style="list-style-type: none">• Innovation & Growth• City Surveyors
06-Oct	<ul style="list-style-type: none">• Update on overall figures (all departments)• Guildhall School of Music & Drama - update as requested• Barbican Centre - update as requested
23-Nov	<ul style="list-style-type: none">• Update on all 3 schools• City of London Police
January date TBC	<ul style="list-style-type: none">• Chamberlain's• Deputy Town Clerk
February date TBC	<ul style="list-style-type: none">• Chief Operating Officer• Update on overall figures (all departments)

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Timetable for Efficiency Savings Deep Dives

Meeting Date	Proposed Departmental Deep Dive
27 May	<ul style="list-style-type: none"> • Overall figures to be presented and template for departmental deep dives • Comptrollers
7 July	<ul style="list-style-type: none"> • Innovation & Growth • City Surveyors
6 October	<ul style="list-style-type: none"> • Deputy Town Clerk • Guildhall School of Music & Drama • Barbican Centre
23 November	<ul style="list-style-type: none"> • Department of Community & Children's Services • Remembrancer's
January date TBC	<ul style="list-style-type: none"> • Chief Operating Officer • Chamberlain's

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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